

Message Text

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ACTION IO-14

INFO OCT-01 ISO-00 AF-10 ARA-14 EA-12 EUR-12 NEA-11
L-03 CIAE-00 INR-10 NSAE-00 TRSE-00 OMB-01 HEW-06
HUD-02 AGR-05 COME-00 /101 W
-----129245 200023Z /73

R 192338Z JUN 78
FM USMISSION USUN NEW YORK
TO SECSTATE WASHDC 2136
INFO USMISSION GENEVA

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E.O.11652:N/A
TAGS: AORG, OCON
SUBJECT: UN ADMINISTRATION: COMMITTEE FOR PROGRAM AND
COORDINATION: 18TH SESSION, 1ST PART. USDEL REPORT NO. 11

1. SUMMARY. CPC UNDERTOOK CHAPTER BY CHAPTER REVIEW OF
JIU EVALUATION REPORT ON PUBLIC ADMINISTRATION AND FINANCE
(PAF) JUNE 5 AND 6. TONE OF DISCUSSION MUCH LESS HAR-
MONIOUS THAN PREVIOUS WORK WHEN INSPECTOR BERTRAND WAS
PRESENT. BELGIUM CONTINUED TO LEAD THOSE SUPPORTING
THE REPORT AND ITS FINDINGS, WHILE GHANA LED THE DEFENSE
OF THE DIVISION AND MOUNTED AN ATTACK ON BERTRAND'S
METHODS AND FINDINGS. END SUMMARY

2. CHAPTER I (GENERAL PRESENTATION OF PAF PROGRAM).
BELGIUM (PIRSON), UK (DALTON), US(STIBRAVY) AND OTHERS
CALLED ATTENTION TO LACK OF COORDINATION BETWEEN UN
ACTIVITIES IN PAF AND THOSE OF THE SPECIALIZED AGENCIES,
A SITUATION POINTED OUT NOT ONLY BY JIU (SECTION I.5) BUT
BY ACC (PARA 9 OF E/AC.51/93/ADD.1). ALL STRESSED
SERIOUSNESS OF SITUATION. BELGIUM, SUPPORTED BY UK AND
ARGENTINA, ALSO ADVOCATED DECENTRALIZING MANY PAF
ACTIVITIES AND MAKING MUCH GREATER USE OF REGIONAL AND
NATIONAL BODIES WHICH, IT SAID, MUST BE FAR MORE
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FAMILIAR WITH COUNTRY PROBLEMS IN THE VARIOUS REGIONS.
BELGIUM RECALLED THAT CPC IN 1977 RECOMMENDED DECENTRALIZ-
ING LAND TRANSPORT ACTIVITIES AND SUGGESTED THE SAME
COURSE FOR PAF. THIS WAS OPPOSED BY USSR AND GHANA WHO
SAID THE TWO AREAS WERE DISSIMILAR AND TRANSPORT
THEREFORE PROVIDED NO PRECEDENT FOR PAF.

3. GHANA (SEKYI) OPENED COUNTERATTACK, WHICH CONTINUED ALL DAY, IN DEFENSE OF PAF DIVISION AND IN OPPOSITION TO JIU REPORT. HE SAID IT WAS NO PART OF THE DIVISION'S WORK TO COORDINATE PAF ACTIVITIES THROUGHOUT UN SYSTEM AND SUGGESTED IT COULD NOT BE EXPECTED TO CONTROL OTHER AGENCIES OR EVEN COMMENT ON THE PROBLEMS OF COORDINATION.

4. IN FIRST ROUND OF RESPONSES, THE DIRECTOR OF PAF DIVISION (CHANG) COMPLAINED THAT DIVISION COULD NOT IMPOSE COORDINATION AND HAD TO RELY ON GOOD WILL OF OTHERS. HE SAID THAT DIVISION HAD VERY GOOD RELATIONS WITH MOST OF THE INDEPENDENT REGIONAL INSTITUTES; THAT MOST OF THE REGIONAL COMMISSIONS DIDN'T REALLY HAVE SUBSTANTIAL PAF PROGRAMS; AND THAT COORDINATION WITH THE SPECIALIZED AGENCIES WAS LIMITED BY AVAILABILITY OF TRAVEL FUNDS. LISTER (OFFICE OF INTER-AGENCY AFFAIRS AND COORDINATION) SAID THE CONCERNS EXPRESSED IN THE CPC AND THE DOCUMENTS TOOK HIM BY SURPRISE, BUT HE ACKNOWLEDGED THERE WERE APPARENTLY GREATER COORDINATION PROBLEMS THAN HE HAD REALIZED. THE PROGRAM HAD SEEMED SMALL ENOUGH THAT THERE WAS NOT EVEN FORMAL ACC MACHINERY.

5. BELGIUM RESPONDED THAT NEW MACHINERY WAS NOT WANTED: COORDINATION TOO OFTEN MEANT HAVING MEETINGS WHERE TEXTS WERE COMPARED AND DUPLICATION NOTED, BUT NOTHING WAS DONE TO ELIMINATE THE DUPLICATION. WHAT UNCLASSIFIED

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WAS NEEDED WAS FOR CONCERNED BODIES TO DISTRIBUTE THE TASKS AMONG THEMSELVES SO THERE WOULD BE NO DUPLICATION. (THIS IS A FAVORITE POINT OF PIRSON; HE MADE IT REPEATEDLY THROUGHOUT THE SESSION.)

6. BOTH UK AND BELGIUM NOTED CONTRADICTION BETWEEN JIU REPORT (PARA 1.4) WHICH SAID THE SEPARATION OF RESEARCH AND TECHNICAL COOPERATION ACTIVITIES LED TO LACK OF COMMUNICATION BETWEEN THE TWO, AND SYG RESPONSE (E/1978/42/ADD.2 PARA 28) WHICH MAINTAINED THAT THE TWO WERE WELL COORDINATED WITH A SYMBIOTIC RELATIONSHIP.

7. IN SECOND ROUND OF REPLIES THE DEPUTY DIRECTOR OF THE DIVISION (MUHAMMAD) ELABORATED SAME THEMES THE DIRECTOR HAD FOLLOWED EARLIER. HE CLAIMED THERE WAS A CLEAR DISTINCTION BETWEEN WORK AT HEADQUARTERS (GENERAL ADMINISTRATION AND SYSTEMWIDE COORDINATION) AND IN THE SPECIALIZED AGENCIES (SECTORAL ADMINISTRATION). HE ASSERTED THERE WAS A DISTRIBUTION OF WORK AMONG THE VARIOUS BODIES, THOUGH ADMITTING A POSSIBLE NEED TO REVIEW IT PERIODICALLY; THERE WAS COLLABORATION; AND THE VARIOUS BODIES KEPT EACH OTHER INFORMED. HE ALSO

SAID THAT HEADQUARTERS WORK WAS NOT DONE IN ISOLATION: REGIONAL RESOURCES WERE DRAWN ON SELECTIVELY, DEPENDING ON THEIR EXPERTISE AND WILLINGNESS. FURTHER, THE DIVISION'S WORK PROGRAM WAS CIRCULATED TO REGIONAL AND NATIONAL BODIES FOR COMMENT AND THEIR COLLABORATION WAS INVITED. IN RESPONSE TO A BELGIAN QUERY HE SAID THAT SINCE 1972 FUNDS FOR CONSULTANTS HAD BEEN VERY LIMITED; RESEARCH DESIGN OR SPECIFIC DATA COLLECTION WAS SOMETIMES CONTRACTED OUT, BUT THE PAF STUDIES WERE ACTUALLY PREPARED IN THE DIVISION.

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HUD-02 AGR-05 COME-00 /101 W
-----129260 200023Z /73

R 192338Z JUN 78

FM USMISSION USUN NEW YORK

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8. AFTER THE US AND OTHERS CALLED ATTENTION TO THE LARGE PAF PROGRAM CARRIED OUT BY THE IMF (ANNEX I OF E/AC.51/93/ADD.1), THE IMF REPRESENTATIVE PRAISED WORK OF THE DIVISION; SAID UN AND IMF WERE IN REGULAR CONTACT THROUGH SEMINARS, EXPERTS' MEETINGS, ETC.; AND NOTED THAT THE NEEDS IN PAF WERE SO GREAT IN BOTH DEVELOPING AND DEVELOPED COUNTRIES THAT PROGRAM EXPANSION WAS ALWAYS POSSIBLE. HE DECLINED TO ANSWER BELGIUM'S QUESTION ON HOW MUCH WAS SPENT BY THE IMF FISCAL AFFAIRS DEPARTMENT ON TECHNICAL ASSISTANCE, DECLARING THAT THE ACTIVITIES WERE SPREAD THROUGHOUT THE ORGANIZATION AND A FIGURE FOR THAT DEPARTMENT ALONE WOULD NOT BE MEANINGFUL.

9. CHAPTER II (DESIGN OF THE EVALUATION EXERCISE). BELGIUM REGRETTED THAT NO EVALUATION OF THE TECHNICAL COOPERATION PROGRAMS HAD BEEN UNDERTAKEN AND SUGGESTED FOR FUTURE THAT AN EVALUATION TEAM, INCLUDING PEOPLE WITH TECHNICAL EXPERIENCE, MIGHT BE SET UP TO TAKE SOUNDINGS OF INDIVIDUAL PROJECTS.

INDIA DOUBTED VALIDITY OF JIU'S ATTEMPT TO DERIVE PERCENTAGES OF OUTPUT ACHIEVEMENT BECAUSE ALL OUTPUTS WERE NOT EQUAL, EITHER IN THEIR END VALUE OR THE EFFORT REQUIRED TO ACHIEVE THEM. DENMARK NOTED THAT INSPECTOR UNCLASSIFIED

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BERTRAND HIMSELF HAD CALLED ATTENTION TO THIS WEAKNESS OF THE MEASURE AND HAD SAID IT SERVED ONLY AS A ROUGH GUIDE TO WHERE THE PROBLEMS WERE.

10. CHAPTER III (COMPARISON OF ACTIVITIES PROGRAMMED AND PERFORMED). THE JIU FINDING THAT HERE WAS A LOW RATE OF PROGRAM COMPLETION LED TO AN EXTENDED DISCUSSION OF CAUSES AND IMPLICATIONS. UGANDA SUGGESTED IT MIGHT RESULT FROM BUDGETARY RESTRAINTS, MANAGERIAL OR ORGANIZATIONAL PROBLEMS, OR STAFF CONSTRAINTS AND, SUPPORTED BY BELGIUM, ASKED TO DIVISION TO COMMENT IN WRITING ON THE POINTS RAISED IN THE REPORT. GHANA DECLARED THAT THE INSPECTOR'S METHOD OF IDENTIFYING OUTPUTS WAS INADEQUATE; THE "HARSH LANGUAGE" WAS THEREFORE UNJUSTIFIED; AND THE OMISSIONS NOTED COULD BE THE RESULT OF SHORTCOMINGS IN THE INSPECTOR'S METHODS.

11. DIVISION REPRESENTATIVES NOTED RESTRAINTS ON THEIR PRODUCTIVITY INCLUDED UNDERSTAFFING (OFTEN LESS THAN 60 PERCENT STRENGTH), VARIATIONS IN EXTERNALLY IMPOSED PRIORITIES, AND FUNDING STRICTURES. WHEN ASKED BY FRANCE IF IT ACCEPTED THE JIU RECOMMENDATIONS IN PARA III.5-- DETAILED OUTPUT PLANNING, DETAILED ALLOCATION OF WORK, PERIODIC REVIEW OF PLANS, SIMPLIFIED TIME-ACCOUNTING, AND POSTING SYSTEM TO KEEP STAFF INFORMED OF PROGRESS IN WORK--THE DIVISION GENERALLY AGREED THAT ALL BUT THE FOURTH WERE ACCEPTABLE. FIXED DEADLINES MIGHT NOT BE FEASIBLE WHERE WORK WAS NONREPETITIVE, AND TIME SHEETS COULD NOT BE IMPLEMENTED WITHOUT PRIOR COMMENT BY OTHER PARTS OF THE UN SYSTEM.

12. CHAPTER IV (ACTIVITIES IN SUPPORT OF TECHNICAL UNCLASSIFIED

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COOPERATION PROJECTS). THE DISCUSSION OF THIS CHAPTER WAS INCONCLUSIVE, WITH SOME STATES NOTING THE JIU CONCLUSION THAT THE TRAINING PROJECTS SOUGHT TO IMPOSE PREDETERMINED SOLUTIONS TO INADEQUATELY UNDERSTOOD PROBLEMS, WHILE THE DIVISION MAINTAINED THAT ITS WORK

IN THIS AREA WAS AD HOC AND TAILORED TO INDIVIDUAL COUNTRY DEMANDS.

13. CHAPTER V (DIVISION'S ASSESSMENT OF IMPACT OF ITS WORK) EVOKED LITTLE COMMENT. THE DIVISION ASSERTED THAT ALTHOUGH IT DID NOT KEEP STATISTICS, THE UN MATERIALS ON PAF WERE WIDELY USED BY BOTH DEVELOPING AND DEVELOPED COUNTRIES.

14. CHAPTER VI (EVALUATION OF SOME PUBLICATIONS). THE INSPECTOR'S USE OF A QUESTIONNAIRE TO ELICIT VIEWS OF REACHABLE END-USERS AND HIS SUBSEQUENTLY EXPRESSED DOUBT ON THE FRANKNESS OF THOSE VIEWS, LED TO A RENEWED ATTACK ON THE REPORT. GHANA, PAKISTAN, INDIA, AND ARGENTINA ALL QUESTIONED THE OBJECTIVITY OF THE REPORT AND ALSO ASKED WHETHER THE REPORT HAD, AS REQUIRED, BEEN REVIEWED BY THE REST OF THE JIU BEFORE PUBLICATION. BELGIUM, FRANCE, AND UK ALL QUESTIONED THE REASONS FOR THE DECLINE IN PUBLICATION SALES, THE LACK OF AVAILABILITY OF SOME OF THE PUBLICATIONS TODAY, AND THE DELAYS IN BRINGING THE PUBLICATIONS INTO PRINT. EVEN GHANA DECLARED THERE WAS NO EXCUSE FOR THE DIVISION NOT TO HAVE CIRCULATION LISTS. THE DIVISION DECLARED THAT MUCH OF THE CRITICISM IN THIS AREA WAS OUT OF ITS CONTROL. RESPONSIBILITY FOR FORMAT AND TECHNICAL PUBLICATION LAY WITH THE PUBLICATIONS UNIT, NOT THE PAF

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L-03 CIAE-00 INR-10 NSAE-00 TRSE-00 OMB-01 HEW-06
HUD-02 AGR-05 COME-00 /101 W
-----129264 200023Z /73

R 192338Z JUN 78
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DIVISION.

15. DURING A BRIEF REVIEW OF CHAPTERS VII AND VIII (LESSONS OF THIS FIRST EVALUATION EXERCISE), DIRECTOR

CHANG EMPHASIZED AGAIN THAT HIS DIVISION COORDINATED CLOSELY WITH REGIONAL BODIES AND HE BELIEVED THOSE BODIES WERE SATISFIED WITH THE DIVISION'S WORK. IN RESPONSE TO A QUERY BY UGANDA WHETHER RESTRUCTURING WOULD RESULT IN THE REMOVAL OF TECHNICAL ASSISTANCE FROM PAF, THE CHAIRMAN OF THE CPC SAID THAT THE INTENTION WAS, RATHER, TO MOVE PAF TO THE PROPOSED TECHNICAL ASSISTANCE DEPARTMENT. FINALLY, THE CHAIRMAN RULED THAT THERE WAS NO NEED TO DISCUSS CHAPTER IX (SUMMARY AND MAIN RECOMMENDATIONS).

16. CORRECT SECOND SENTENCE SUMMARY TO READ "...THAN PREVIOUS WEEK WHEN..." VICE "THAN PREVIOUS WORK WHEN..."

CORRECT THIRD SENTENCE, PARA 10 TO READ "...SUPPORTED BY BELGIUM, ASKED DIVISION TO..." VICE "...SUPPORTED BY BELGIUM, ASKED TO DIVISION TO...." LEONARD

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Message Attributes

Automatic Decaptioning: X
Capture Date: 01 jan 1994
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: n/a
Control Number: n/a
Copy: SINGLE
Draft Date: 19 jun 1978
Decaption Date: 01 jan 1960
Decaption Note:
Disposition Action: n/a
Disposition Approved on Date:
Disposition Case Number: n/a
Disposition Comment:
Disposition Date: 01 jan 1960
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1978USUNN02556
Document Source: CORE
Document Unique ID: 00
Drafter: n/a
Enclosure: n/a
Executive Order: N/A
Errors: N/A
Expiration:
Film Number: D780255-0972
Format: TEL
From: USUN NEW YORK
Handling Restrictions: n/a
Image Path:
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Legacy Key: link1978/newtext/t19780642/aaaabkrm.tel
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Litigation Codes:
Litigation History:
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Message ID: 266bc785-c288-dd11-92da-001cc4696bcc
Office: ACTION IO
Original Classification: UNCLASSIFIED
Original Handling Restrictions: n/a
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 6
Previous Channel Indicators: n/a
Previous Classification: n/a
Previous Handling Restrictions: n/a
Reference: n/a
Retention: 0
Review Action: RELEASED, APPROVED
Review Content Flags:
Review Date: 29 mar 2005
Review Event:
Review Exemptions: n/a
Review Media Identifier:
Review Release Date: N/A
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
SAS ID: 2293233
Secure: OPEN
Status: NATIVE
Subject: UN ADMINISTRATION: COMMITTEE FOR PROGRAM AND COORDINATION: 18TH SESSION, 1ST PART. USDEL REPORT NO. 11
TAGS: AORG, OCON
To: STATE
Type: TE
vdkgvwkey: odbc://SAS/SAS.dbo.SAS_Docs/266bc785-c288-dd11-92da-001cc4696bcc
Review Markings:
Sheryl P. Walter
Declassified/Released
US Department of State
EO Systematic Review
20 Mar 2014
Markings: Sheryl P. Walter Declassified/Released US Department of State EO Systematic Review 20 Mar 2014